

MSFC Transition – Office of Human Capital

Office of the Director

The Office of Human Capital (OHC) provides a variety of services to support the most valuable asset we have - our employees. In support of the MSFC Transition from Shuttle to Constellation, OHC will develop, acquire and retain critical skills necessary to flyout the Shuttle safely until 2010 and ensure success of future missions. Services required include change management, workforce planning and analysis, strategic staffing and position management, organization and leadership development, investments in training and professional development, incentives, and employee assistance program.

Office of Organization and Leadership Development

Organization Effectiveness:

- Supporting high performing organizations
 - Transitioning new managers
 - Team start-up
 - Roles and responsibility clarification
 - Teambuilding and team development
 - Strategic planning
- Developing Current and Emerging Leadership
 - Leadership development programs; fellowships, full-time study
 - Supervisor training workshops and seminars
 - Executive coaching services
 - Succession management/planning services
 - Technical training workshop and seminars
 - MSFC Leadership Development series

Change Management:

- Impact/Gap Analysis focusing on:
 - Competing plans, work, goals, priorities, resource demands, etc.
 - Organization design and infrastructure impacts (e.g. life cycle)
 - Work and work process impacts (e.g. Six Sigma)
- Service Analysis:
 - Organization performance/resource management impacts
 - Intangible asset impact (culture)
 - Communication requirements (toolkit for 'down and in' communication)
 - Risks (report up to another team)
- Stakeholder Analysis

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Workforce Strategy & Planning Office

- Mapping of Shuttle civil servant and contractor workforce to Constellation or other project demand within the Center
- Workforce planning for retirement of Shuttle when FTEs and dollars become available
- Workforce planning for transition when FTEs and dollars become available
- Analysis and strategy development related to the gap between current workforce needs and future workforce needs based on project demand and center ceiling restrictions
- Competency Management to ensure MSFC has competencies required to make the transition from operations to research and design
- Identification and Maintenance of critical skills needed for completion of Shuttle Manifest

Academic Affairs Office

- Determine training/education needs in order to develop competencies driven by new program requirements
- Solicit expert “trainers” from positions at Marshall, at other Centers, at aerospace companies, and at institutions of higher education.
- Recruit on university campuses.
- Use the existing educational programs pipeline to identify potential new hires.
- Expand the Cooperative Education Program to increase the availability of participants across the Center to meet critical needs

Training and Incentives Office

Training

As Transition moves forward, organizations become more focused on the future direction, driving the need for and the use of the new Training Investment Strategy:

- Align training with Center mission priorities and direction
- Shift training from employee benefit to performance-centered
- Provide competency- and skill-based training as necessary
- Retrain the transitioned workforce
- Develop employee training profiles as necessary
- Determine best practices to provide required training to Center employees
- Increase courses/offerings as needed to meet employee training needs
- Link professional development to succession planning
- Assess the impacts to the training budget

Incentive Awards Office

Manages the Incentive Awards Program for the Center:

- Provide recognition of employees for exemplary accomplishments toward improvement of efficiency and effectiveness within NASA/MSFC.
- Provides consultative guidance and assistance to supervisors to help them fulfill their responsibilities in the preparation and submission of effective nominations:
- Advocates utilization of the various means available for providing this recognition

AWARDS TOOL KIT	
Monetary Awards	Non-Monetary Awards
Sustained Superior Performance (SSP)	Individual and Group Time-Off Awards (CS only)
Special Service Award (SSA)	NASA Honor Awards
Individual and Group On-the-Spot Awards (CS only)	MSFC Honor Awards
Group Achievement Awards	Informal Recognition Items (CS only)
Organization Awards Ceremonies	External Awards

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Employee Services and Operations Office

The Employee Services and Operations Office provides advisory and operational services in the following areas: staffing and recruiting; position management/classification; performance management; employee relations; personnel action processing; federal labor relations; and the technical expertise/knowledge of applicable statutes, regulations, policies and the application of strategic perspectives to enable the organization to meet critical staffing requirements correctly and efficiently. The services provided specifically in support of Shuttle transition are as follows:

- Execute reassignments of employees from Shuttle to other MSFC organizations and other centers
- Provide staffing and recruiting services for Shuttle including advice and guidance on options for filling Shuttle employment needs during the transition (e.g., NEX, contractors, details from other centers/agencies, temporary promotions, re-employed annuitants, etc), making job offers, salary/incentive negotiations, and on-boarding of new hires.
- Provide support to managers and supervisors in conducting “placement discussions” with employees affected by the transition
- Coordinate internal career fairs as necessary to facilitate placement of Shuttle employees
- Provide advice and guidance on appropriate sharing of resources (e.g. details) among Shuttle/Ares/Engineering Directorate during the transition
- Coordinate appropriate union involvement on Transition activities
- Provide advice and guidance on retention strategies and appropriate use of available incentives
- Link the timing and execution of staffing activities with the Shuttle Mapping activity
- Classify position descriptions for all employees affected by Shuttle transition
- Provide appropriate information to Shuttle on any services provided by ESO as requested (e.g. retirement POCs at NSSC, info on term appointments, PCS relocations, etc.)

Employee Assistance Program (EAP)

- Implement “Coping With Work and Family Stress: A Workplace Preventive Intervention”
- Conduct customized training on specific topics, such as assertiveness, conflict management, grief, communication, the challenge of change
- Provide short-term problem resolution to employees and family members
- Consult with the organization about behavioral risk management issues and/or specific employee problems
- Educate employees on behavioral topics
- Respond to crises, as needed
- Provide information and referral to appropriate resources
- Lead support groups, as needed